

7.0 CUSTOMER FOCUS AND SATISFACTION.

7.1 CUSTOMER KNOWLEDGE. Fort Benning serves the world-wide Infantry community; projects our deployable customer units and soldiers; and provides a variety of Base Operations (BASOPS) products and services to a diversified customer base. This is **“WHAT WE DO.”**

7.1a Current and Near Term Customer Requirements and Expectations. Customer requirements are determined and satisfied on an individual and unit basis. Our focus is on **“WHO WE DO IT FOR.”** We also analyze mission requirements and supplier performance. These factors enable us to determine the relative importance of our products and services. We are also concerned with **“HOW CAN WE DO IT BETTER?”** By analyzing our customer satisfaction results, and continuously improving, we also can provide the best product or service.

Determination of Customer Groups. We use the process in Figure 7.1.1 to segment our customers into specific groups.

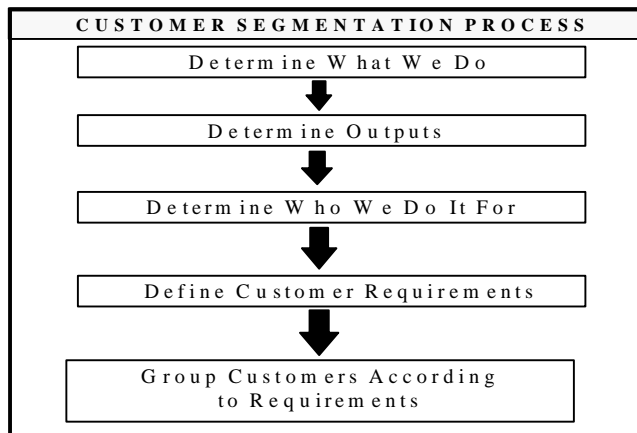


Figure 7.1.1

Our primary customers have different requirements; we service both internal and external units and individuals. Figure 7.1.2 describes our customer segments. Our outlying ranger camps, Camp Merrill and Camp Rudder, are included in the Fort Benning community. The concerns of these sub-installations are addressed through the Ranger Training Brigade Commander. Members of the QUEST travel to

these locations each quarter to meet face-to-face with customers. Issues, concerns, and problems are addressed, on-the-spot corrections are made, and action plans for long-term improvements are formulated. This responsiveness improves our customer relationships and satisfaction.

PRIMARY CUSTOMERS	INTERNAL	EXTERNAL
UNITS	ASSIGNED UNITS	INFANTRY UNITS
INDIVIDUALS	MEMBERS OF FORT BENNING COMMUNITY	INFANTRY SOLDIERS

Figure 7.1.2

Market Analyses. We provide five distinct products and services to our customers. These are defined in Section 1 of the Overview. We analyze our mission and customer requirements as shown in Figure 7.1.3. We target the performance of our Key Processes (KPs) to meet both of these requirements. As stated in Category 1.2b, we also compare process performance with similar organizations throughout the Training and Doctrine Command (TRADOC).

	INFANTRY				
KEY PROCESSES (WHAT WE DO) NOTE: Derived from analyzing mission and customer requirements.	T R A I N I N G	D O C T R I N E	F U T U R E	P R O J E C T I O N	B A S O P S
CUSTOMERS (WHO WE DO IT FOR)					
INTERNAL (ON FT BENNING)					
ASSIGNED UNITS				X	X
COMMUNITY MEMBERS					X
EXTERNAL (NON FT BENNING)					
INFANTRY UNITS		X	X	X	
INFANTRY SOLDIERS	X			X	X

Figure 7.1.3

We are often the only source for the products and services we provide; therefore, our Infantry soldiers and unit customers are *compelled* to use our products/services. An example is the Infantry soldier attending the Airborne School at Fort Benning. He is compelled to be a customer of our Infantry Training KP simply because we are the only Airborne School available. Many of

KEY PRODUCTS & SERVICES BY KP	METHODS OF COLLECTION	MEASUREMENT FREQUENCIES	OBJECTIVITY AND VALIDITY
INFANTRY TRAINING			
Initial Training	Surveys	Annual End of Course/Phase	Entry requirements;
Professional Training	Critiques & Questionnaires	End of Course/Phase	Course requirements;
Specialized Training	ITT Review	Up to 6 times per year	Graduation requirements; Budget.
Special Category	Feedback from the Field	As Requested	Graduation requirements.
INFANTRY DOCTRINE			
Develop Doctrinal Writers/Writing Teams.	Combat Training Center Review Programs	Annually	Customer comments on Draft manuals; Program Directive and Timeline; TRADOC Manuals; Budget.
Produce New Doctrinal Literature	Doctrinal Seminars and Surveys.	Annually	Unit Feedback; CAC review and approval; Joint Readiness Training
Revision of Existing Doctrinal Literature	Critiques and Questionnaires. Feedback from the Field. VTCs and Meetings. Interviews with Sr Army Ldrs.	End of Course/Phase As Requested As Requested Monthly to Quarterly	Center/National Training Center Observers/ Controllers; Council of Colonels review final draft budget.
INFANTRY FUTURE			
Develop Infantry Concepts for New Missions.	Informational Contacts.	Daily	Council of Colonels; Concept Evaluation Program; Advance
Develop Infantry Concepts for Force and Mix and Restructured Organization.	ITT, Surveys, Infantry Center Reviews.	Up to 6 Times per year. Annual/Quarterly	Warfighting Experiment; Infantry Travel Team; Budget.
Develop Infantry Concepts for New Technologies.	Letters and Messages from Chain of Command.	As Submitted	Same as above plus TSM Inputs; DBBL Experiments.
FORCE PROJECTION			
USR Reporting	Unit Reports, IPRs, QTB, Staff Visits.	Monthly/Quarterly	AOL Resource Evaluation. Installation Support.
Maintain Deployability of Installation Units	Units/AG	Monthly	Monitor by category/reason
Deploy the Force	Coordinate w/DA, U.S.Air Force, MTMC	As Required	Requisitions, Readiness levels LAD at PODs
Operate Continental U.S. Replacement Center	IPR Sub-Process Measures	As Required	FOOTPRINT Monitor supply shortfalls

Figure 7.1.4

our customers are *entitled* to our products or services. The customers of our (BASOPS) KP voluntarily use housing, shopping, and recreational services, as well as many others.

Information Collection: We collect a variety of information to verify that we satisfy our customer requirements. Figure 7.1.4 displays the methods used.

Determination of Specific Product and Service Features and their Relative Importance. The Army is converting to the Javelin Anti-tank Missile. Our Infantry Training Key Process Team (KPT) identified the requirement for 3,100 missile simulation rounds. The initial contract cost was over \$34 million dollars. Members of the Infantry Training KPT designed and developed an identical training missile, and located a small foundry that would cast parts from aluminum. The cost for the missile simulation round was reduced to \$2,500, an immediate savings to

customers of over \$30 thousand dollars. The potential savings to the government is over \$27 million dollars.

We use many *listening* strategies to identify customer requirements; these are outlined in Category 2.1b, Feedback from Users. Our commanders also send letters to our field customers requesting feedback on the students the U.S. Army Infantry School has trained and the doctrine produced.

Use of Performance Data and Complaints to Determine Product and Service Features. We use the Six-Step Product and Service Design Model (Figure 5.2) to help us identify and change customer requirements that come to us through complaints, lack of performance, and gains/losses. Product and service features are modified, corrected, or improved to better meet customer satisfaction or dissatisfaction levels.

The Better Opportunities for Single Soldiers (BOSS) Program uses performance data and complaints criteria to determine current and near-term customer requirements and expectations. The BOSS Program is a performance indicator that addresses issues, concerns, and complaints to improve services to the single soldier.

7.1b Future Requirement and Expectations. Future customer requirements and expectations are addressed in the strategic planning process in Category 3.1 (Figure 3.1). We use numerous strategies to identify future requirements and expectations of customers in each KP (Figure 7.1.5).

Team (QUEST) has empowered commanders, directors, and mid-level managers to ensure quality principles and benchmarking techniques are used across the organization. Some of the methods we currently use to ensure improvement of our processes are the Information Management Support Council membership, the Installation Strategic Plan, the Army Performance Improvement Criteria (APIC), and the President's Quality Award (PQA) Program unit self-assessment processes. The information gained from these processes is used in conjunction with mandated requirements and forms the basis of continuous process improvements and customer focus.

Future Requirements and Expectations				
KP	FACTORS	TRENDS	IMPACT ON CUSTOMER REQUIREMENTS	STRATEGIES
INFANTRY TRAINING	Resources, money and personnel; new technology, new weapon system, Stability & support operations	Wider audience; fewer classrooms & instructors	Faster access to training base; train greater numbers	Distribute training through Training Network, CD ROM, audiovisual tapes, simulations
INFANTRY DOCTRINE	Changing threat, technology increased Operational Tempo, Stability & support ops	Less well defined, more varied, digitization & proliferation	Greater versatility (FM 100-5), adaptability & training load	Multi-focus doctrinal principles, training support packages
INFANTRY FUTURE	Threat, budget, technology Force XXI Digitized Soldier Stability & support operations	Ease of restrictions; Reduced acquisition time	Quicker receipt of equipment; quality retention	Lobby DA, General Officer participation, TRADOC support
FORCE PROJECTION	Stability & support operations	Increased stability and support ops	Frequency, duration	Strategy for strategic mobility framework
BASOPS	Patient care; maintenance & repair of facilities; recreation & entertainment services, family support	Preventive medicine; improve service & increase reqts.; outdoor activities, crafts, family activities	Quality health-care; prompt service & completed repairs; provide beaches, picnic areas, theaters, etc.	Monitor & maximize health care facilities; track backlogs, prioritize systems; enhance facilities

Figure 7.1.5

The Force Projection KP future infrastructure requirements are identified in After-Action Reports (AARs) and incorporated into the Installation Planning Board process via the Army Strategic Mobility Program. This strengthens the ability to better provide for and anticipate customer requirements.

7.1c Evaluating and Improving Processes for Determining Customer Requirements and Expectations. The Quality Executive Steering

Customer requirements are also determined by reviewing customer comment cards and feedback cards, available in all work areas, and our Mystery Shopper Program. A recent success in one of the BASOPS Process Action Teams (PATs) resulted in significant improvements for customers. The PAT identified high customer expectations for coin-operated pay phone service on the installation versus credit card phones.

Customer requirements were identified, service improvements were made, and a DA PAT was established to analyze and improve the same pay phone service requirements Army-wide.

7.2 CUSTOMER RELATIONSHIP MANAGEMENT

7.2a Providing Information and Easy Access to Customers. We post customer service standards in all service-oriented activities and use a variety of methods to provide customers with information and easy access. Our waiting areas

are attractive and comfortable, and our hours of operation have been established to serve the greatest number of customers. Some examples of how we provide information to our customers are:

- EEO Committee meetings
- Special Emphasis Programs
- Command channels
- Post Newspaper (Bayonet)
- Better Opportunities for Single Soldiers (BOSS)
- Comment and feedback cards
- Dial 5-BOSS line
- Councils
- EEO, EO, and IG complaints
- Family programs
- Town meetings
- Spouse orientations
- Fort Benning Information Center
- AG Welcome Center
- Installation Tour
- Newcomer's briefings
- Officers and Non Commissioned Officers (NCOs) Wives' Clubs
- Army Family Symposiums

Most organizations use customer feedback cards, which include service performance measures, such as promptness, courtesy, helpfulness, convenience, adequate staffing, and amount of time spent waiting. This standardized form measures appearance, lighting, adequate seating, comfort, clean and well maintained restrooms, and operational equipment.

The methods used to set, deploy, and track key service standards are described in Category 5.2a. Figure 5.8 reflects how performance standards are supported by control measures and strategies. This provides our managers and supervisors with a deliberate criteria to track key service standards. Categories 5.4a and 5.4b also describe how we ensure that supplier performance standards and requirements are consistently measured, maintained, and improved (Figures 5.17 and 5.18).

As a result of feedback from our 1996 APIC evaluation, a process selected for benchmarking by our BASOPS KP is the standardization and improvement of our customer comment cards and customer survey techniques. The purpose is to develop a standardized method to measure

customer satisfaction, applying the same measurement scale to all activities at Fort Benning. We are in the early stages of benchmarking this particular process with a game plan of developing a universal system for reporting by early January 1997 (Figure 2.7).

7.2b Resolution of Formal and Informal Complaints and Feedback. We address customer comments and resolve complaints efficiently and promptly. The two-tiered process that we use to analyze and improve or eliminate "root causes" of complaints is described in Category 5.2b (Figures 5.9 and 5.10). When practical, employees make an improvement at the point of contact with the customer; if not practical, KPTs and PATs closest to the process make improvements using benchmarking, alternate technologies, and customer and supplier information. This facilitates rapid identification and resolution of improvement opportunities and problem areas. Two examples within our BASOPS KP are: AAFES' customers are contacted within 48 hours. Adjutant General (AG) inprocessing and outprocessing operations collect data on all 25-30 BASOPS work centers; the data are recorded daily and negative comments are sent to KP owners. Feedback averages 20 to 60 percent of the customers, and comments are answered daily and summarized monthly.

7.2c Follow up on Recent Transactions. Our customer feedback system includes methods to ensure that customer comments are addressed. Some of the methods we use to follow-up with our customers, seek feedback, build relationships, and develop new ideas for products and services (other than those discussed in Category 7.1) are:

- Parent-teacher conferences
- Semiannual outpatient satisfaction surveys
- Follow-up telephone calls
- Civilian Pers - 100 percent placement follow-up
- Post fielding evaluations
- Infantry Traveling Team
- Mystery Shopper Program

The Infantry Traveling Team (ITT), headed by the Deputy CG, visits Infantry units throughout the world to brief on Infantry proponent initiatives. The team obtains feedback from

customers and provides on-the-spot solutions to their problems. On a recent trip to a mechanized Infantry division, the team provided solutions regarding licensing of Bradley Fighting Vehicle drivers, maintaining physical fitness, and training NCOs.

The type of reviews that our senior leaders receive which result in short or long-term customer improvements, are described in Category 2.3a. Operational performance is measured and tracked back to all key processes (Figure 2.9).

7.2d Evaluating and Improving Customer Relationship Management. Our Process Improvement Models (Figures 5.9 and 5.10) provide a deliberate method for **“HOW CAN WE DO IT BETTER?”** The two-tiered process we use to evaluate and improve the management of our customer relationships is described in Category 5.2b.

Improvement of Service Standards based on Customer Information. Fort Benning’s service standards have changed significantly in the past two years. By listening to our customers and soliciting comments from them, we anticipate and handle actions early in the process. One example is the consolidation of the Finance and Accounting Office to a regional site. We now transmit our accounting data to a consolidated site. To meet customers requirements, the Directorate of Resource Management created the system, maintains it, and oversees the process to ensure that the information is accurately reflected in accounting reports.

We employ an active feedback and evaluation program to determine customer information and use this information to improve customer satisfaction. We have a disciplined process for analyzing BASOPS Quality of Life issues (Figures 5.11 and 5.13).

Other areas where we have used feedback to address customer needs follow:

1. Input solicited from Basic Combat Training (BCT) sites indicated that the BCT Program of Instruction (POI) needed clarification and

updating. A complete, coordinated revision of the POI was published this fiscal year.

2. Assistance and accreditation visits to Reserve Component Training Institutions identified problems with the State Officer Candidate School (OCS) National Guard Course Management Plan and POI, as well as the need for further instructor training to Reserve Component instructors. In response to this feedback, we coordinated with the National Guard Bureau to provide temporary manpower to revise the products of the State OCS Program. We are also providing mobile training teams to upgrade instructor qualifications.

3. In our AG Directorate, work leaders monitor their customer evaluation systems monthly as process workers collect, analyze, and report performance data. Division Chiefs analyze the key customer service measures and brief the AG on results and trends.

Accumulation of Customer Knowledge. Each organization accumulates customer information differently. Several BASOPS organizations have developed automated systems. Some examples are: (1) Our MEDDAC uses an automated Customer Survey System. (2) Our Morale, Welfare and Recreation (MWR) activities use the Daily Activities Management Information System that enables managers to track very detailed customer transactions on a daily basis.

The Fort Benning Process Improvement Model (Figure 5.10) links customer requirements to prioritized product and service features. Our Directorate of Community Activities (DCA) used this process in the development of the Uchee Creek Army Campground and Marina as the model recreation area for the Army. Customer requirements were identified through surveys, comment cards, and focus groups. Comparative analysis and informal benchmarking were conducted with commercial campgrounds across the United States. Over a five-year period, more than \$5 million has been reinvested in this recreation area. Improvements include 32 log cabins, camp sites, playgrounds, multipurpose playing courts, a swimming pool, and a video

arcade. This process was also used to enhance the Destin Recreation Area in Destin, Florida.

7.3 CUSTOMER SATISFACTION DETERMINATION.

7.3a Methods for Determining Customer Satisfaction. The method Fort Benning uses to determine customer satisfaction is tailored by “WHAT WE DO,” “WHO WE DO IT FOR,” “HOW WELL WE DO IT,” and especially “HOW CAN WE DO IT BETTER?” Survey instruments and measurement scales are used; and objectivity and validity are ensured during the process. These data are described in Category 7.1a, Figure 7.1.4. Our satisfaction measurement process begins by analyzing each key work process and defining performance and customer satisfaction standards for each. This process is reviewed and updated annually, or as performance or new missions require (Figure 7.3.1).

Customer Satisfaction Measurement Scales

Method of Measurement	Measurement Scale	Frequency	Objectivity/ Validity
Comment Card	4 Point Scale	As completed	Ensured by management control
Survey	Varies	Varies	Statistical Testing
Profitability	Dollars	Monthly	Management Control Process
Hot Line	Narrative	As Submitted	Customer Perception
Focus Group	Narrative	As Needed	Customer Perception
Sensing Session	Narrative	Bi-Monthly	Customer Perception
Mystery Shopper	50-100%	Monthly	Shoppers' Perception
Council Meetings	Narrative	Varies	Customer Perception
Staff Assistance Visit	Narrative	Quarterly-Yearly	Customer Perception

Figure 7.3.1

The Installation Bus Tour, established in 1994, was a direct result of our effort to meet customer requirements based on their comments. Customer feedback from our soldiers indicated that single soldiers could not use all of the services and facilities on Fort Benning, because they did not know where they were located. A joint effort by several PATs (DCA, DOL, and

AG) established the Bus Tour as a mandatory part of inprocessing. The service was operational within two weeks.

Results from Mystery Shopper evaluations are provided to managers and employees. This provides a means of feedback not only from the customer conducting the Mystery Shop, but also comments and suggestions from the managers and employees concerning the evaluation process. As a result, the Mystery Shopper evaluation criteria becomes increasingly more difficult as our standard for customer service improves.

The best indicator of customer satisfaction is return customers. We believe that the quality and accuracy of our products and services are what maintain our current customer base. A recent improvement to our Quality Performance Improvement Customer Comment Card is the added questions, “Will you use our services/facilities again?,” and “Would you recommend our services/facilities to friends?” These responses are reviewed by KP owners to correct identified deficiencies and for continuous improvements in “delighting our customers!”

The Infantry Future KP actively solicits customer needs for new equipment, new training devices, and new organizations using informal and systematic systems. Informal contacts are a major source of customer input and occur during professional discussions, visits to units, and comments received during training.

7.3b Determination of Customer Satisfaction Relative to that for Similar Providers. To determine the level of customer satisfaction relative to that for similar providers and to target customers’ views of Fort Benning, we are using tools similar to the private sector: Benchmarking (Category 2.2), Product/Service Design of new products (Category 5.1a), Customer Surveys with similar providers, Partnering with suppliers and community businesses, Council of Colonels, E-mail, ITT, and Professional Conferences. The reliability and validity of these methods are described in Categories 7.3a and 2.2. One example is, our Force Projection KP owners developed an external customer survey. The

questionnaire is categorized in relation to the APIC and is aggregated to provide broad category scores. Key category measurements are depicted in Figure 7.3.2.

Score	Category	Category Description
4.21	7.5	Customer Satisfaction Comparison
4.05	7.4	Customer Satisfaction Results
4.29	7.3	Customer Satisfaction Determination
4.31		Commitment to Customers
4.15	7.2	Customer Relationship Management
4.26	7.1	Customer Expectations: Current & Future
4.03	5.1	Design & Intro of Quality Products & Services
4.47	3.1	Quality & Performance Plans
4.42	3.1, 2.1	Strategic Quality & Organization Performance Plans
4.35	2.3	Analyses & Use of Organization Level Data
3.67	2.3	Scope/Mgmt of Quality/Performance Data/Inputs
4.24	1.1, 1.2	Senior Executive Leadership

6-Point Scale Figure 7.3.2

7.3c Improvement of Customer Satisfaction Determination Process. Fort Benning's process for developing customer satisfaction improvements is our Six-Step Product and Service Design Model (Figure 5.2). It is used to identify and change customer requirements that come to us through complaints, lack of performance, and gains/losses. Category 5.2b describes our two-tiered approach for **"HOW CAN WE DO IT BETTER?"** Tier Two (Figure 5.10) is the process used by our PATs and KPTs to identify product or service improvements. Benchmarking is the key to the future success of our improvement process. This year, as a result of our APIC self-assessment process, we initiated six KP benchmarking teams to benchmark against competitors and other world-class organizations (Figure 2.7). These benchmarks will provide baselines to measure our progress and improve our customer satisfaction process for the future.

Popular examples of independent self-assessment evaluations include the TRADOC, ACOE, and PQA Programs where the best-in-class for MWR, DCP, AG, and ACAP are determined. (Awards are addressed in the Fort Benning Overview.) This year, as a result of the PQA evaluation, Fort Benning was selected as a DA finalist in the 1997 competition--one of the top six installations in the Army!

7.4 CUSTOMER SATISFACTION RESULTS.

7.4a Customer Satisfaction/Dissatisfaction Current Levels and Trends. Our record of accomplishments reflect our commitment to meet and exceed customer expectations. We began collecting customer feedback data in most areas in 1993, with a goal of 4.0 on our one-to-five scale for customer satisfaction. In 1995, we raised the standard to 4.5. In 1996, we improved once again as shown in Figure 7.4.1.

PROCESS 5 Point Scale	FY 93	FY 94	FY 95	FY 96
Inprocessing	4.8	4.8	4.8	4.8
Outprocessing	4.8	4.9	4.8	4.8
ID Cards		4.7	4.8	4.8
Casualty			4.6	4.8
Pre-separation Classes	4.6	4.7	4.7	4.7
ACAP Counselors	4.8	4.8	4.9	4.9
Job Assistance Center Counselors	4.7	4.8	4.8	4.8
Retirement Services			4.9	4.9
Transition Center			4.7	4.8

Figure 7.4.1

The following charts demonstrate how our levels of **customer satisfaction** have improved over a period of three to five years in our KPs:

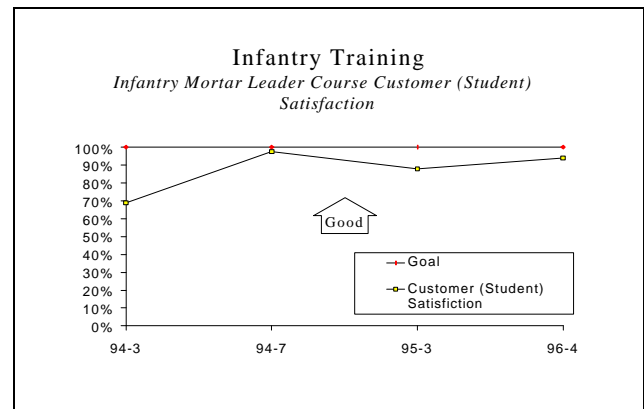


Figure 7.4.2

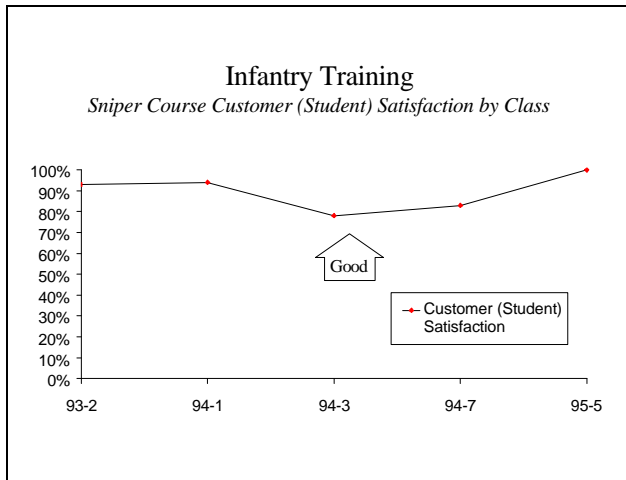


Figure 7.4.3

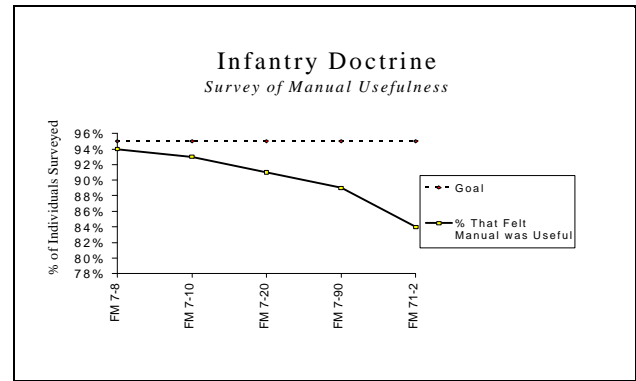


Figure 7.4.6

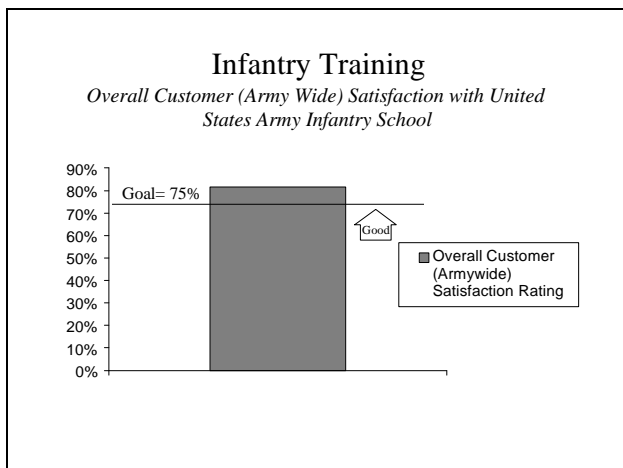


Figure 7.4.4

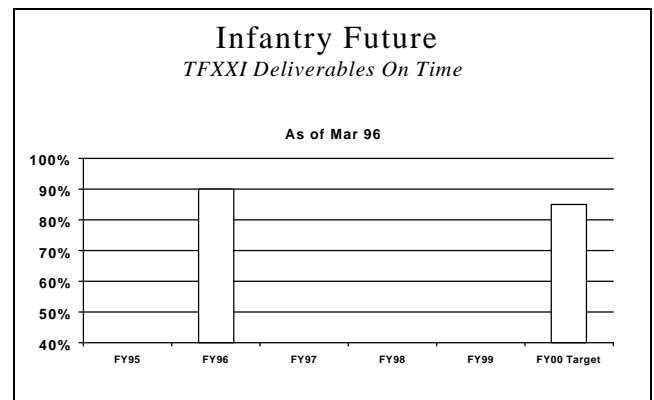


Figure 7.4.7

Fort Benning deals with two different Battlelabs for Task Force XXI experiments. Our success in delivering prototype products is depicted in Figure 7.4.7.

Figures 7.4.5/6 depict a survey given to Reserve Component and Active Component units.

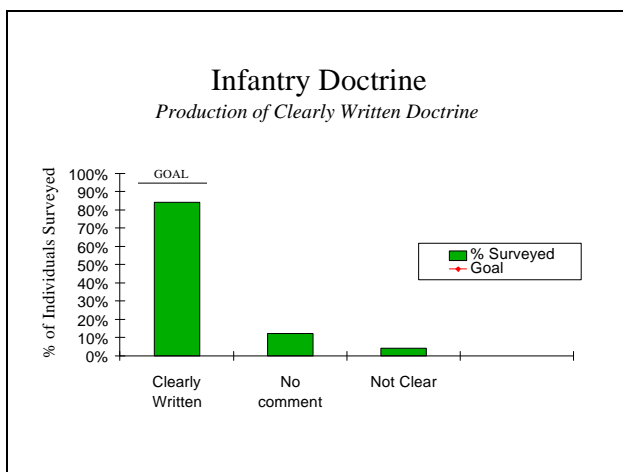


Figure 7.4.5

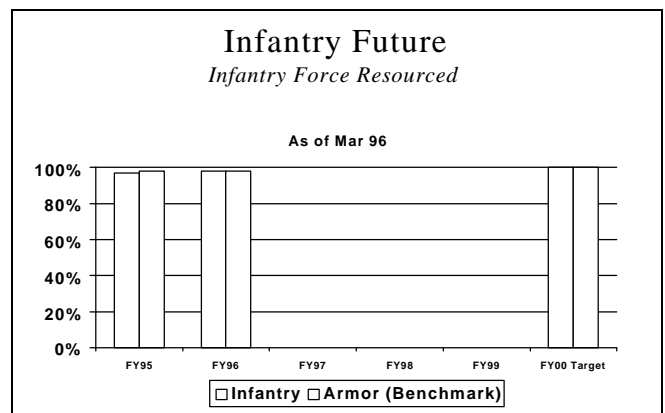


Figure 7.4.8

Adoption of a marketing plan, as a result of the APIC process, has strengthened our Infantry Future products. During the past year, our visibility with the warfighting CINCs within the U.S. and overseas has increased, and two of our top priority programs have been placed on the CINC's Integrated Priority List (IPL).

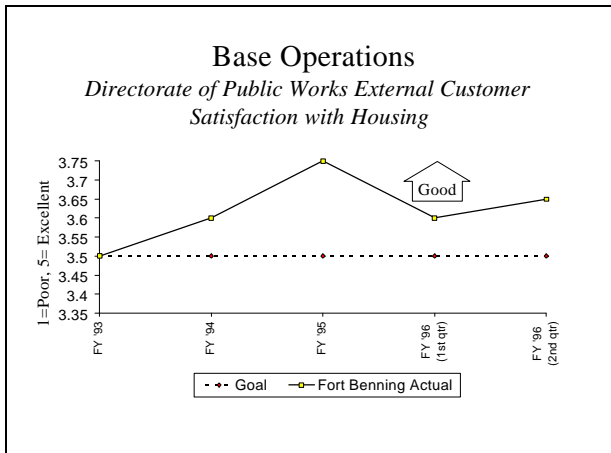


Figure 7.4.9

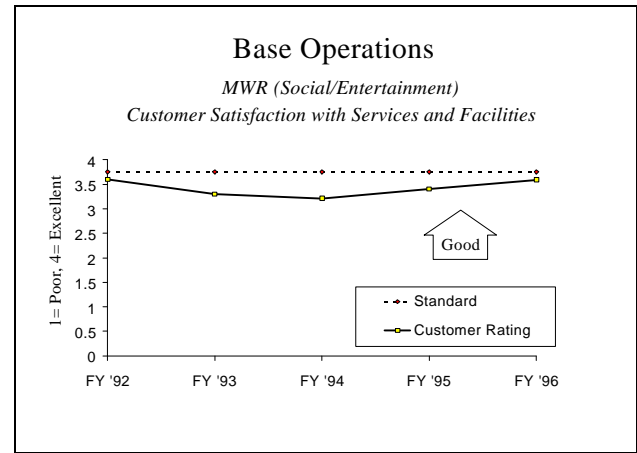


Figure 7.4.12

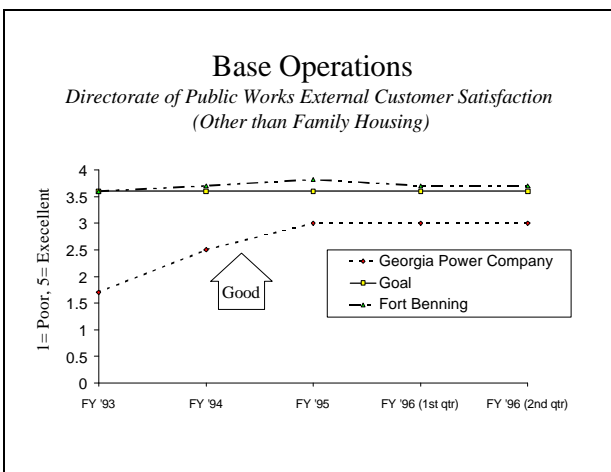


Figure 7.4.10

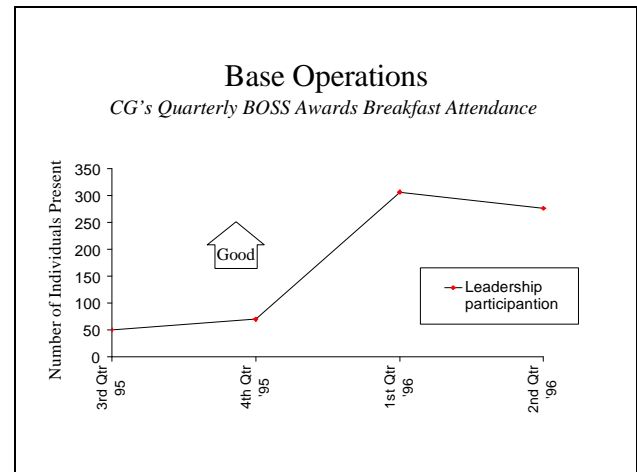


Figure 7.4.13

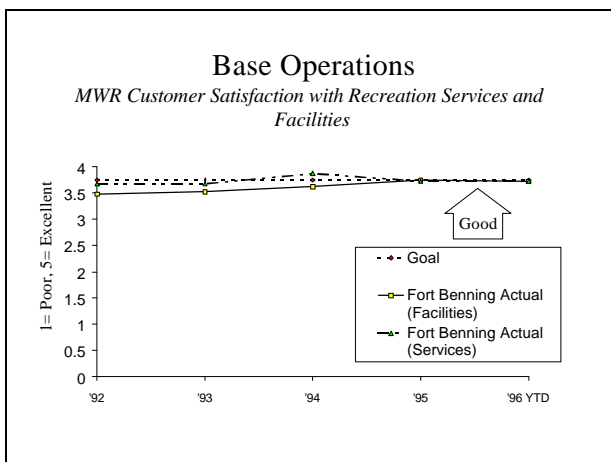


Figure 7.4.11

The following BASOPS KP charts demonstrate trends of **customer dissatisfaction** with our products and services. Dissatisfaction at the Commissary is due to recent major renovations temporarily reducing product lines.

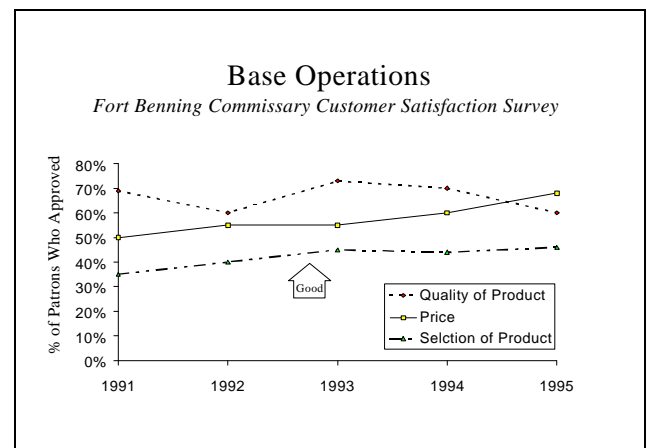


Figure 7.4.14

Fort Benning's MWR (BASOPS KP) has set a high standard (3.75 on a scale of 1 to 4) to meet in providing customers the quality of service they deserve. The results show that we have continuously improved (Figure 7.4.12).

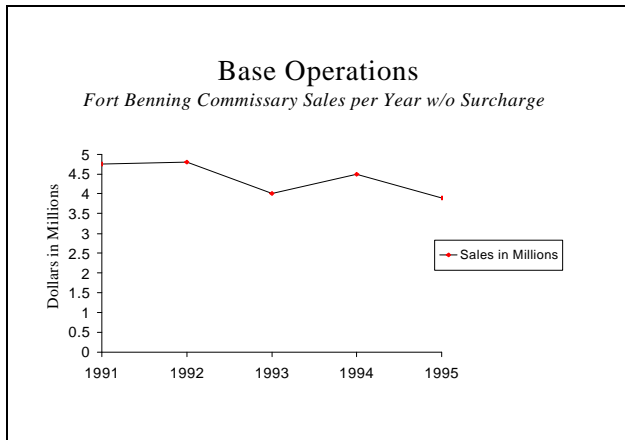


Figure 7.4.15

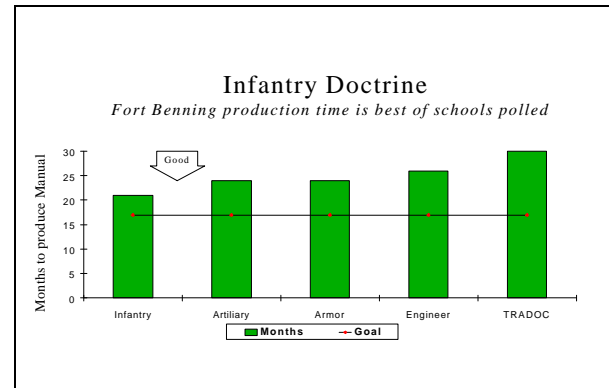


Figure 7.4.18

The drawdown in writing resources in the past three years has not been a hindrance for our turnaround time, as shown in Figure 7.4.18.

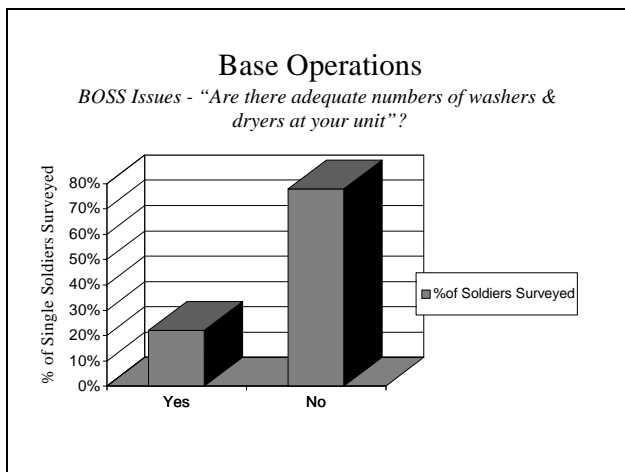


Figure 7.4.16

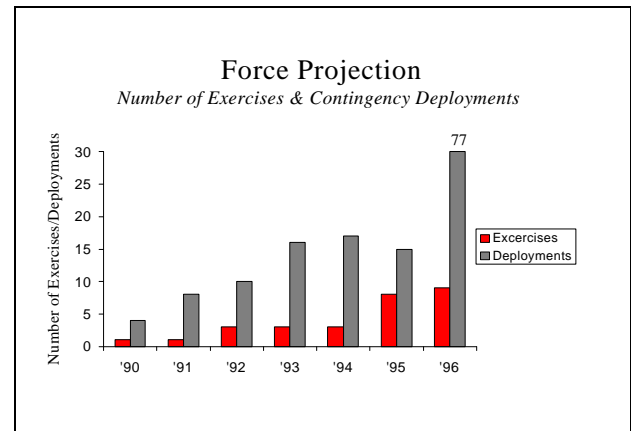


Figure 7.4.19

7.4b Customer Satisfaction Relative to Competitors Current Levels and Trends.

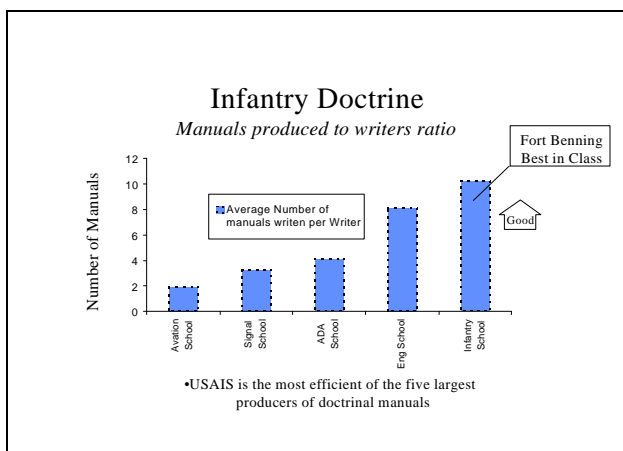


Figure 7.4.17

In Figure 7.4.17, the output of the Infantry Doctrine KP is seen to be far superior to the five other top producers of doctrine when comparing number of writers to number of manuals produced.

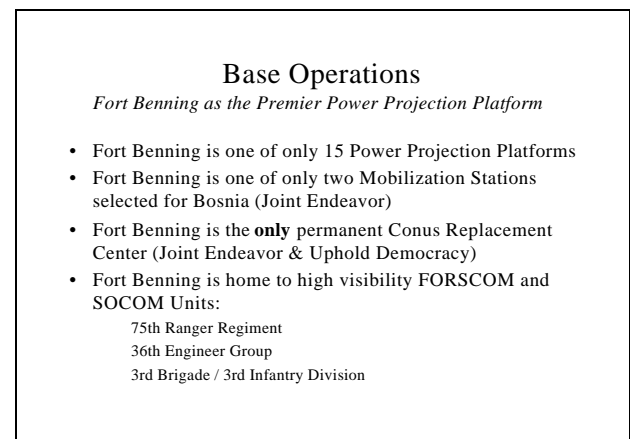


Figure 7.4.20

Fort Benning is increasingly selected as the "choice" platform to project our forces - **"I am the Infantry, Follow Me!"**

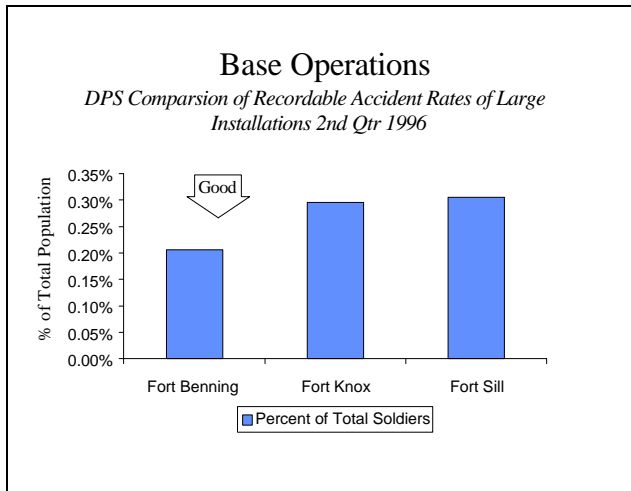


Figure 7.4.21

Figure 7.4.21 shows Fort Benning is significantly safer and better than comparable installations in percentage of the population involved in recordable accidents.

Information received from our 1994 Army MWR Leisure Survey (Figure 7.4.24) shows what our customers think about our recreational services as compared to off-post recreational services.

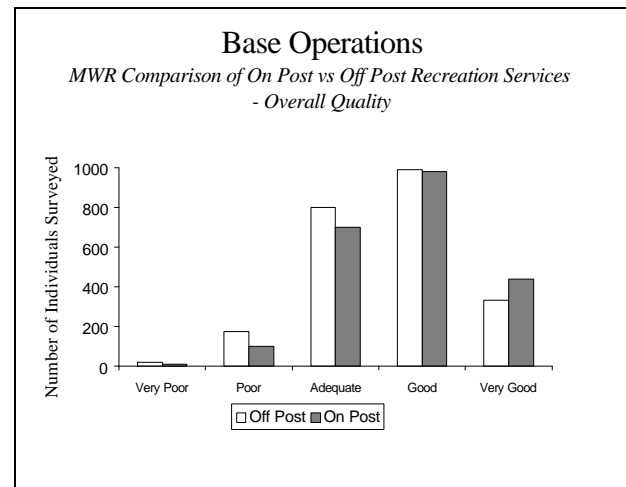


Figure 7.4.24

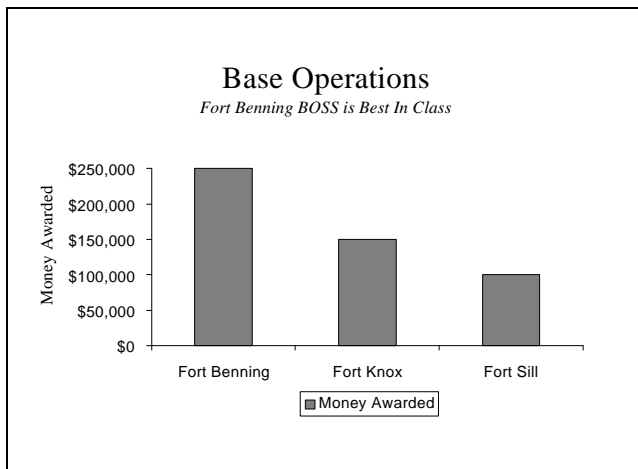


Figure 7.4.22

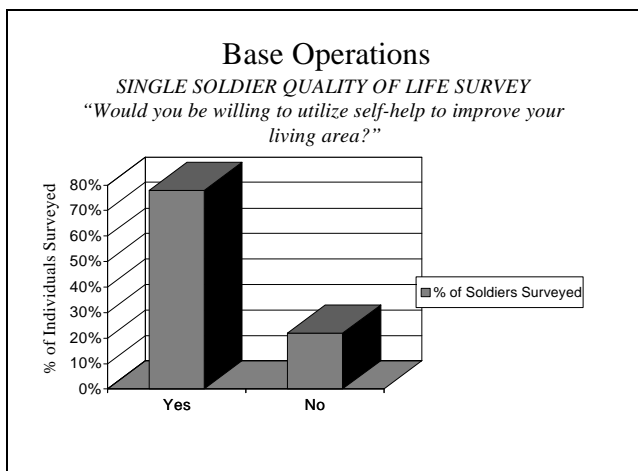


Figure 7.4.23